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### Volunteers to the National Forest

The Pisgah Ranger District in Western North Carolina is one of the more heavily used recreation districts in Region-8. It was estimated that 4.5 million visitors enjoyed the recreation opportunities in FY 81. Current funding and manpower restrictions have led to an active volunteer program. It was anticipated that this program would provide the foundation for utilization of up to 75 volunteers.

This project is broken into two separate but related plans for implementation of an active volunteer program on a busy Ranger District. The first portion of the project is directed toward organization of a district's volunteer opportunities. This phase includes suggestions for project identification, methods to use with staff, and hints to volunteer supervisors. It also identifies program expectations for a realistic analysis of volunteer program accomplishments.

The second phase of the project is to be used as a personal handbook for the volunteer. It addresses pertinent questions in orientation of the Forest Service and history of the specific district. It also addresses what is expected of the volunteer in this program. In addition, the handbook presents instructions for procedures to follow in emergency situations, duties in specified assignments, and a sample of the most frequently asked questions with answers.

DAVID RHODES

VOLUNTEERS TO THE  
NATIONAL FOREST

Pisgah National Forest  
Pisgah Ranger District

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## Welcome To The Pisgah District

The Pisgah Ranger District is pleased to work with you as a volunteer on the National Forest. People like you are becoming very important in providing service to the public. In fact, volunteers have played an increasing role in this activity since 1972 when Public Law 92-300 was passed by Congress. This was the act that gave the Forest Service approval and official means to work with you.

This program you're reading is designed to help you as we work together meeting the overall needs of the Forest Service mission on the Pisgah District. It must be rather general but should provide a basic orientation to the Forest Service; the role of the Pisgah in history and how you fit in today's objectives of resource management. You should find answers here to many of the questions you have about us. No doubt, you will also experience many of these same questions from forest visitors in your day to day activities. There are sure to be other questions that are not answered here. The District employees you will be working with have a wealth of knowledge and experience you can draw upon to answer those problem areas. In any event, don't stop asking until you have found the information you need.

### History

The formation of what was to become the U. S. Forest Service in this area began many years ago. It began in 1892 when Gifford Pinchot became manager of Mr. George Vanderbilt's vast forest. Mr. Pinchot was the first trained forester to apply scientific forestry concepts to this vast American resource. Mr. Vanderbilt's acreage was about 100,000 acres at this time. It was Mr. Vanderbilt's wish that this land become the estate and game preserve for the large summer home constructed in Asheville. In the meantime, under Mr. Pinchot's direction it became the first large land tract under scientific resource management.

Mr. Pinchot was succeeded by a German Forester Carl Alvin Schenck in 1895. Dr. Schenck intensified forest management on the Vanderbilt estate with permanent road systems, forest nurseries, wildlife stocking and many more concepts new to that era which are still applicable today.

In 1898 Dr. Schenck, with Mr. Vanderbilt's approval, began what was to become the first forestry school. Forest apprentices were trained in dendrology, logging, silviculture, under his demanding eye while working on the Biltmore forest lands. This story is presented in more detail and on the original site at the Cradle



of Forestry in America, using a 20-minute film, diaramas, and exhibits of that time. Be sure to experience this training opportunity.

In the meantime, Gifford Pinchot had become involved with Congressional activities. His keen perception of direction needed for the nation's timber resource was leading the way for the establishment of that system. He led the way with a number of legislative acts preparing for a resource management organization. Then, finally, in 1905, the Forest Service was officially named and began the serious business of resource management.

Much of the Pisgah District was established when the U. S. Forest Service purchased 80,000 acres from the Biltmore estate in 1914. This purchase was also unique since it was the first eastern purchase under the newly created Weeks Law of 1911. This law in essence gave authority for purchase of land for protection of waterways and streams.

You should recognize the significance of the land which was to form the Pisgah District. It has seen the first trained forester, first managed forest, first forestry school, and creation of the first National Forest under the Weeks Law legislation. This abbreviated account of important occurrences in history of this area can be traced in much greater detail through resource material at the Ranger Station. Your familiarity with this piece of America's history and how this special sequence of events shaped the Pisgah District will help you to better understand all the different types of assignments you participate in.

The Pisgah District of today works with multiple use concepts of management to provide the best protection and production of all resources. Resources of timber, water, recreation, wildlife and forage will continue to be provided to the greatest number of people, for the greatest good, in the long run. The Pisgah District is pleased and eager to work with you as a volunteer in continuing this excellence in resource management on National Forest.

#### District Organization

The Pisgah District team you're working with has a definite organization to accomplish all phases of resource management on the National Forest. This organization is lead by the District Ranger, who is responsible for the entire operation from budgets to splinters! Don't be surprised to hear everyone in uniform called "Ranger" by the forest visitor; however, only this one position carries the title in the organization.

The "Ranger's" duties are then divided between three staff people. One assistant is responsible for District's program in timber, wildlife, water and fire. Another assistant is given responsibilities for recreation, law enforcement, wilderness, and roads and trails on the district. Then the Director at the Cradle of Forestry coordinates all of the activities at that facility.

These Assistant District Rangers then supervise a number of technicians and other specialists in the actual accomplishment of projects in the field. A business management specialist, clerks and receptionist who provide vital support to those in the field complete the Pisgah team.

You can see the organization works through certain channels. Basic knowledge of this can make your help to the public more meaningful. Be sure to start with your immediate supervisor when those on-site problems or questions begin. Even though you probably won't see all of us everyday, we support your efforts!

#### Funding

Very simply, funds for the Pisgah District begins with the appropriation process in Congress, where specific areas and amounts of expenditures are designated. These areas and amounts are then refined to Regions and Forests all over the U. S. Finally allocations for Districts like the Pisgah are allocated for specific areas of resource management. Our funding is appropriated to specific areas. Targets for project work on the Pisgah are then assigned in these areas for accomplishment.

Many wonder what happens to the money collected on the District from recreation, sale of timber products and printed materials. Most of the money collected on the Pisgah is deposited in the National Treasury to be reallocated by Congress. Certain types of these collections are divided annually with counties to be used for schools and roads. These payments are monies paid in lieu of taxes and in proportion to the public lands in that county.

The receipts received from recreation are deposited in the National Treasury and then follow a different route. A percentage of the monies are used to purchase new lands for recreation. This is called the Land and Water Conservation Fund. Then, a prorata percentage of this same collection is returned to the district where it was collected to be used in maintenance of existing recreation areas. This very brief explanation may help you understand why certain projects or priorities on the

district occur as they do. It is often puzzling to the forest visitors why a project is postponed. These generalities may help you explain why or how priorities are determined to other forest visitors you encounter.

The money collected from the sale of printed material is handled differently yet. The Interpretive Association on the Pisgah District is a non-profit cooperative working to supply funds for specific needs. These funds meet needs that will provide improved experiences for forest visitors and increased capabilities in resource management. The donations have not been large but the added funding has helped in areas where there were no other means.

### Volunteer Opportunities

A number of months ago the entire Pisgah District sat down together and identified areas of need where volunteers like you could help. These needs assessment and job descriptions have been used for several purposes. Obviously, it was first used to establish where you could best help the district, as well as when, how, special requirements and a number of other important areas. It also helped identify the place where you feel your contribution would be most beneficial.

We are also concerned about meeting your needs. Your interests and skills, as inventoried earlier, can be used in our needs for receptionists, campground hosts, trails maintenance, journalism, photography, etc. Thus, your desires for social interaction, intellectual stimulation, or physical considerations can be matched with the different assignments on the District.

The Pisgah District needs volunteers like you! Let us know if you have a desire to contribute in areas where you haven't had an opportunity. There are many diverse situations on the Pisgah where many different skills can be used in resource management.

### Supervision

Your supervision of assigned tasks is necessary and critical. It assures the tasks are coordinated with all other activities and are done in a responsible fashion, and that you have help. You should know who your supervisor is and rely upon him for the many situations you will encounter in your new organization. This person will be most important in answering those tough questions and finding the supplies and materials you need for the assignment. You will discover there are many new procedures and policies to learn as you begin this new adventure. Your supervisor will help you in these new ideas.



## Training

There may also be new skills to learn or specialized equipment to master. In any event, you will receive specific training for the assigned tasks before you actually begin. The training is designed to prepare you to be a contributing teammate in your assignment on the Pisgah. Again, your supervisor is a key element in these assignments.

This will also be a time when our common expectations in volunteerism can be discussed. This training probably will not answer your every questions but should be a time of discussion and experience as we work together. Training will continue to add daily to your new experiences and new knowledge in the volunteer adventure.

## Commitment

There are commitments and expectations you should acknowledge in this volunteer adventure. We depend on you and base many of our demands on your ability to perform the work on National Forest. Here are areas of commitment we expect in the volunteer efforts:

1. Understand the job you undertake to do.
2. Accept training appreciatively and contribute your knowledge and experience.
3. Match your interests to the needs about and, there, to the job.
4. Serve with faithfulness and dependability, listen for and report new insights about your work.
5. Discover its meaning to the total program of which it is a part.
6. Open yourself to opportunities for growth--in skills, sympathy, self-confidence and responsibility.
7. Value your special two-way role as community interpreter.
8. Contribute to supervision by self-evaluation and a willingness to accept it.
9. Give loyalty to your institution, its staff, and its program.
10. Take pride in the volunteer's career. It pays handsomely in treasures of the spirit.

In return, the Pisgah District will provide these commitments to you:

1. Give you a clear picture of what is expected in each task, clear definition of your responsibilities and authorities, and the time it requires.
2. Specific training for any assignment you are asked to do.
3. Designate a supervisor that will assist you and be available for any questions or unknown problems.
4. Provide support in personnel, materials or tools necessary to complete the assigned project.
5. Be available to you at any time you need the District's help.
6. Keep you informed, as a part of the team.
7. Trust.
8. An abundance of work in needed areas.

These commitments and expectations are necessary to enable a firm means of planning and follow-through in service to the public.

The Pisgah District supports your efforts with all the resources we have available. We welcome your ideas for training that was not covered but should be, weaknesses in the Volunteer Program, or suggestions for better ways to serve the public in management of National Forest resources.

### Evaluation

Any team is only as good as its participants. The best means of continued improvement in our Volunteer Program is through constant evaluation of who, how, and why each project and each person succeeded or can be improved.

Evaluation of your performance is critical to the overall success of the Pisgah District's mission.

The standards are set upon criteria developed in the basic needs assessments or job description as you began. The evaluation will be a chance for good dialogue, in open, honest and frank terms. It is critical not only for the continued success

of the entire Volunteer Program but also for your opportunity to return season after season if you desire. This evaluation will occur each year or, if you only work seasonally, at the end of your work season. A sample format to be used by your immediate supervisor in the evaluation of your performance is attached as Example #1.

### Compensation

As you know, volunteerism is not the path to financial independence. In reality, there will be virtually no opportunities for financial reimbursement. We trust you will find reward in the personal satisfaction of participation on the Pisgah District and in service to the public. These intrinsic values can be more valuable than wages. Your approach and attitude toward volunteerism are critical in this respect.

However, in the event of injury while in official duty, you are assured of medical treatment. You are also considered as a federal employee in the event of tort claims which result during your activity while completing an official assignment. These elements were stated on the volunteer agreement form (1800-7) you signed when beginning. For your protection, be sure this agreement has been completed. (Example 2)

There are a few benefits through the Federal tax system that could be an advantage to you. Deductible items include out-of-pocket expenses such as transportation (currently 9¢/mile), meals, specialized clothing or equipment needs for an assignment, to name a few. It would be beneficial to gain more detailed information on these elements through 1981 IRS Publication #526. Also, be sure to keep good records of your expenses and the details involved.

### Reporting

Your assistance in another area is also needed. Please keep a good estimate of your time used in various aspects of volunteerism. This record will be used in the District's system of reporting. It will be much easier for you to accurately build this report on a daily basis rather than with a crystal ball six months after the fact. Your help in this matter will be appreciated. A copy of this simple report is included for your examination. (Example 3)



### Volunteer Restrictions

Yes, there are restrictions for volunteers, but only a few and here they are:

1. Law enforcement - Volunteers are not to take any enforcement action on violations of federal regulations. Do not confront any violator! Obviously, this is for your personal protection.

You can participate in enforcement by being eyes and ears--from a distance. Your keen observation of the sequence of events and pertinent facts and prompt notification of the incident to Forest officers on duty is desired. Forestry Technicians, trained in law enforcement, can initiate investigation and pursue prosecution of a violator with the facts as you observed them.

Local sheriff departments should be called for night-time problems. They will respond more quickly to any emergency situations than a Forest Officer at home could be dispatched to take the necessary immediate action. Daytime problems can be resolved by Forest Officers on duty. Phone numbers of proper authorities are provided in this package for your prompt identification in emergency situations.

2. Work safely in all projects! Your safety is more important than any other aspect of all the many tasks we do! Be sure to use the safety equipment provided and follow safe procedures at all times. These concerns will be discussed in the training for the specific task you undertake.

These are the only two restrictions, with potential for serious consequences, that Volunteers should observe.

### Activity Orientation

The Pisgah District has many opportunities for the outdoor enthusiasts. You will be exposed to these opportunities during the initial training. However, there are so many opportunities on the Pisgah District that only time can fully acquaint you with them.

The Pisgah District itself is in parts of four counties with major metropolitan complexes and private lands all around. It has been said that this part of the National Forest in North Carolina is an island in a sea of people. Your orientation will be to prepare you for service to both the land and to those who enjoy the National Forest.

The Pisgah District has a long history in the formation of much of the local communities. There is a very strong identification with the land through parents and grandparents who once lived and farmed in the area. In fact, many pictures and references to the National Forest attractions are used in local advertising, radio stations, and as tourist attractions. You can see the strong ties many in the local area feel with the land. Your sensitivity to this situation may help you understand the uses of National Forest and the questions you are asked about the National Forest.

The Pisgah District has prepared a summary of many of these recreation activities to help the public easily find and enjoy the benefits on the National Forest. The Recreation Opportunity Guide can be your source of information in many of these situations. Plan time to study and become familiar with the many different types of outdoor fun available in the area and described in this catalog. Part of your assignment, whatever it may be, is to be a Good Host with accurate information.

### Most Asked Questions

This part is to help you be more effective and efficient with your efforts on the Pisgah District. Being a volunteer is lots of fun and hard work but through your efforts the National Forest can continue meeting the needs of public service. We are eager that the same concept of being a good host to a visitor in his home is presented to visitors in the forest. Being a Good Host to a forest visitor can be as simple as an answered question. It is just as important to direct a visitor to a source of information if you can't answer the question.

Here are some of the more frequent questions we've heard over a period of years. These questions and answers may help you have a better feel for the National Forest and the Pisgah Ranger District.

#### 1. How much land is in the Pisgah National Forest?

Pisgah National Forest is composed of four ranger districts, and the Pisgah District is one of these. There are 1,076,500 acres in all four districts on the Pisgah National Forest. There are 156,000 on the Pisgah Ranger District.

There are 154 National Forests and 187 million acres of National Forest in the United States. These are public lands one can enjoy and use the forest projects of multiple use management.

## 2. Will I be safe on the trails?

There really are very few dangers to fear in the forest. Contrary to opinion, snakes are infrequent and bears are very evasive. Good physical condition and reasonable hiking or backpacking equipment are more important for safety. True back country emergencies are usually handled by the County Sheriff's Department and local rescue squads. Notify your supervisor promptly if you receive reports of emergency.

Theft of equipment and valuables has occurred in the forest. Leave your valuables at home--not in cars at remote trailheads!

## 3. What does a "Forest Ranger" do?

It is often thought that foresters only watch for forest fires. However, the days when foresters only sat in firetowers have long passed. The forester of today is a highly trained person using the most scientific knowledge and technical equipment available for the management of the forest. The U. S. Forest Service also employs specialists in many resource areas, such as soils, hydrology, wildlife and others to better manage the natural resources. The "Forest Ranger" of today calls on these specialists and uses sophisticated technical equipment to better handle this wide variety of responsibilities. Never fear--foresters still fight forest fires, too!

## 4. Where is the best place to camp?

Many different types of camping experiences can be enjoyed on the National Forest. Developed sites with different types of accommodations are available on the Pisgah District. Fees will also be different between these areas, depending on the degree of development. Camping in the general forest area is also a favored experience for many. Forest visitors can camp just about anywhere in the National Forests. However, there are a few places on the Pisgah where camping is prohibited to protect the resources. An example of this restriction requires the visitor to camp away from the roadside and deep in the forest.

## 5. Are there any differences between the Forest Service and the Park Service?

Yes, there are quite a few differences. One basic difference is that the National Park Service is an agency in the Department of Interior while the Forest Service is an agency of the Department of Agriculture. In generalities, the Park Service has a philosophy of preservation, while the Forest Service is conservation oriented. The two agencies are thus meeting different needs of public demand. You can more easily see these differences between the two agencies as you travel the Blue Ridge Parkway through the National Forest.



6. Where can I get information about the Pisgah Ranger District?

The Pisgah Ranger Station is open 7 days a week from April to December, 8:00 a.m. - 6:00 p.m. most of the year. The receptionist will be happy to help you answer questions about the National Forests and the Pisgah District. The Recreation Opportunity Guide is also available to help the public find the recreation activity that they are searching for. Campgrounds, picnic areas, and other developed sites have seasonal dates that vary. Be sure to study the prepared schedule of these services.

7. Is Shining Rock Wilderness Area a good place to visit?

Shining Rock Wilderness was designated as wilderness in 1964 and was one of the first eastern wild areas. Yes, it's a good place to visit if you enjoy primitive conditions. It is 13,600 remote acres with about 34 miles of trails for access to each corner. Day hikes, overnight camping, fishing or hunting, wildflowers, or blueberry picking are just some of the activities in Shining Rock. Three parking areas make entrance to the wilderness more convenient. These entrance points are Big East Fork on US 276, Black Balsam just off the Blue Ridge Parkway, and Little East Fork. Entrance permits are required for the party and can be obtained at the Ranger Station, Cruso Grocery on US 276 in Haywood County, or at Riverside Grocery on US 64 near the Ranger Station.

8. What can I do in the Pisgah Ranger District or in the surrounding area?

Western North Carolina has many attractions for the tourist. The Biltmore House in Asheville, Flat Rock Playhouse in Hendersonville, or Maggie Valley in Haywood County are only a few of the more notable attractions. Other attractions are described in the Recreation Opportunity Guide in greater detail. You will see many visitors camping in the National Forest campgrounds and taking day trips to one of the many attractions in our area that are outside the National Forests.

Of course, the Pisgah Ranger District has a number of opportunities for the visitor. There are over 200 miles of trails, the Cradle of Forestry in America, waterfalls, camping, picnicking are available to name a few. These opportunities are described in detail in the Recreation Opportunity Guide at the Ranger Station.

Telephone Numbers

Ranger Station 877-3265  
877-3350

## Hours:

Davidson River Campground 877-4910  
North Mills River Campground 891-9059  
(pay phone)  
Lake Powhatan 667-8429  
Sunburst Campground

After hours emergency only, please:

David Rhodes - Assistant Ranger 884-4798  
Dwight Owen - Law Enforcement Technician 877-4943  
L. H. Owen - Law Enforcement Technician 877-3442  
Jim Reid - District Ranger 884-2588

Sheriff's Department

Transylvania County 883-8141  
Universal Emergency Number (Fire, Ambulance  
and Law Enforcement) 911  
Buncombe County 255-5441  
Henderson County 692-2511  
Haywood County 456-3585  
Emergency 452-2822

National Park Service

Mt. Pisgah Inn 235-8844  
Asheville Office 258-2850, ext. 701

Example #1

VOLUNTEER EVALUATION FORM

Date \_\_\_\_\_

Name \_\_\_\_\_ Position \_\_\_\_\_

Section I: Please rate the performance of the volunteer on each of the categories listed:

Unsatisfactory	Below Expected	Expected	Above Expected	Outstanding
U	B	E	A	O

Rating

Section II: Remarks  
Write here your justification  
for the ratings as applicable.

QUALITY OF WORK  
(Amount of acceptable  
work, promptness,  
completion) \_\_\_\_\_

QUALITY OF WORK  
(Understanding of job  
efficiency, accuracy,  
use judgment) \_\_\_\_\_

INITIATIVE

a) Capacity as self  
starter, work  
independently, plan  
ahead, amount of  
supervision \_\_\_\_\_

b) Ability to carry  
projects to  
completion,  
discretion of  
interpreting facts  
& drawing  
conclusions \_\_\_\_\_

ATTITUDE TOWARD JOB  
(Drive, dedication) \_\_\_\_\_

ATTITUDE TOWARD OTHERS  
(Cooperation with  
co-workers, ability to  
communicate & work with  
others) \_\_\_\_\_



ATTENDANCE  
(Punctuality, regularity) \_\_\_\_\_

FLEXIBILITY  
a) Adaptability to  
change assignments,  
schedule \_\_\_\_\_

b) Reaction to pressure \_\_\_\_\_

OVERALL EVALUATION \_\_\_\_\_

\_\_\_\_\_  
Date Volunteer Signature

\_\_\_\_\_  
Date Supervisor Signature

\_\_\_\_\_  
Date Coordinator of Volunteer  
Services Signature

USDA - FOREST SERVICE

## AGREEMENT FOR INDIVIDUAL VOLUNTARY SERVICES

(Act of May 18, 1972, P. L. 92-300)

NAME (Print - Last, first, middle initial)

ADDRESS (Street, city, State, Zip Code)

1. Description of work to be performed:

2. All of the above-described work will be noncompensable. Except as otherwise provided, I understand this service will not confer on me the Status of a federal employee.

3. I understand that either the Forest Service or I may cancel this agreement at any time by notifying the other party.

I hereby volunteer my services as described above to assist the Forest Service in its authorized work.

SIGNATURE OF VOLUNTEER

DATE

SIGNATURE OF PARENT OR GUARDIAN, IF UNDER 18 YEARS OF AGE

DATE

## ACCEPTANCE FOR THE FOREST SERVICE

The Forest Service agrees while this arrangement is in effect to:

1. Finance your necessary incidental expenses, to the extent funds are available.
2. Consider you as a federal employee for the purpose of tort claims and compensation for work injuries.
3. Authorize you to operate federal motor vehicles when needed you qualify for and are issued a U. S. Government Operator's Identification Card.

SIGNATURE

TITLE

UNIT

DATE

## TERMINATION OF AGREEMENT

Agreement Terminated on

MONTH, DAY, YEAR

SIGNATURE OF FOREST SERVICE OFFICER

REMARKS:

VOLUNTEER ACTIVITY REPORT

Name of Volunteer or Group: \_\_\_\_\_

Project: \_\_\_\_\_

Location of Project: \_\_\_\_\_

Date of Work: \_\_\_\_\_

Man Hours Worked: \_\_\_\_\_

Accomplishment:

Recreation (project) \_\_\_\_\_

Fish and Wildlife (project) \_\_\_\_\_

Reforestation (acres) \_\_\_\_\_

Trail Maintenance (miles) \_\_\_\_\_

Engineering \_\_\_\_\_

Other (project) \_\_\_\_\_

Needs Noted for Action: \*

(Resource damage, litter clean-up, vandalism repair, public service needs, etc.)



FISHING INFORMATION

## License Requirements on National Forests (NC Game Lands)

NC Fishing License  
Trout License  
Game Lands License

OR One-Day Comprehensive Permit

**NATIVE:** Davidson River above confluence with Avery Creek except Grogan Creek and Looking Glass Creek; South Mills from headwaters to and including Cantrell Cr.; North Fork of French Broad River from jct. of NC 215 and SR 1326 to headwaters; Big East Fork, Little East Fork, and the Middle and Right Prong of the West Fork of Pigeon River.

**OPEN:** First Saturday in April. Closed March 1 through the first Friday in April.

Creel Limit: 4

Minimum size limit: Brook, 7"; Rainbow or Brown, 10"

Artificial lure with single hook

**TROPHY:** South Mills River below Cantrell Creek to game lands (National Forest) boundary including Bradley Creek.

**OPEN:** Year round

Creek limit: 1

Minimum size limit: Brook, 12"; Rainbow or Brown, 16"

Artificial fly with one single hook

**GENERAL:** Bent Cr.; Beaverdam Cr.; Stoney Fork Cr.; North Mills River upstream; Looking Glass Cr.; Avery Cr.; Davidson River from confluence of Avery Cr. downstream; Turkey Cr.; Cathey Cr.; North Fork of French Broad upstream to jct. of NC 215 and SR 1326; West Fork of French Broad River; West Fork of Pigeon River.

**OPEN:** First Saturday in April. Closed March 1 through the first Friday in April

Creek limit: 7

Minimum size limit: 7"

Any type bait--corn, bread, worms, artificial lures, etc. Treble hook is wanted

**CLOSED**

**AREAS:** Grogan Creek

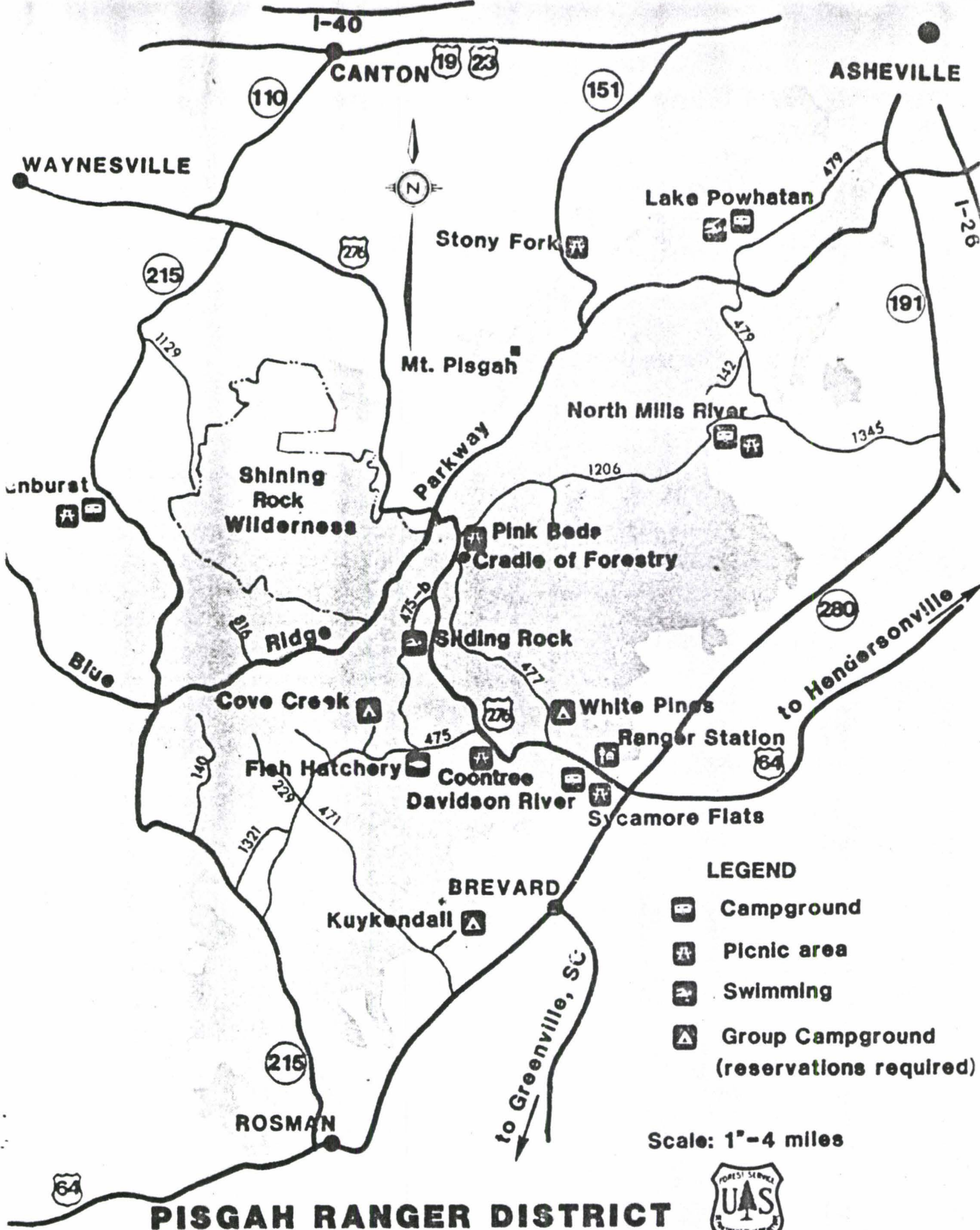
IF YOU ARE A COUNTY RESIDENT AND FISH IN GENERAL TROUT WATERS OTHER THAN ON GAME LANDS, ALL YOU NEED IS TROUT LICENSE, IF YOU USE LIVE BAIT SUCH AS CORN, BREAD, WORMS, ETC. IF YOU USE ARTIFICIAL LURES, YOU NEED NC OR COUNTY LICENSE AND TROUT LICENSE.

**WHERE TO OBTAIN LICENSES:**

Riverside Grocery--2 miles south of Panger Station on US 64 East  
Sky City--BiLo Shopping Center, Brevard, NC  
West's Bait and Tackle Shop--Hwy US 64 west outside of Brevard  
Frank's Grocery (Haywood County)--Hwy US 276 and NC 110, 21 miles  
north of Blue Ridge Parkway

FOR MORE INFORMATION ON FISHING, YOU MAY CALL 1-800-662-7137





**PISGAH RANGER DISTRICT**

**PISGAH NATIONAL FOREST, NORTH CAROLINA**





## PISGAH RANGER DISTRICT

Welcome to the Pisgah Ranger District in the Mountains of Western North Carolina. This 157,000 acre District ranges in elevation from 2,000 feet to the 6,410 foot Richland Balsam Mountain. Headquarters of the Ranger District are on US 276 near Brevard. Hours are 8 to 4:30 weekdays. During the summer months the Station is also open from 10 to 6 on weekends.

### RANGER DISTRICT MANAGEMENT

The Pisgah Ranger District is managed for the wise use and protection of its natural resources and the development of human resources. Water, Timber Wildlife and Recreation are managed in harmony to provide Water for towns such as Rosman, Brevard, and Hendersonville and for industry and scenery: Timber, a raw material for the wood products industry: Wildlife habitat for game animals, song birds and threatened and endangered species: and provide many various Recreational opportunities. Programs to develop human resources include the Schenck Civilian Conservation Corps for under-privileged young men, the Pisgah Youth Conservation Corps for young people interested in natural resource conservation and Operation Mainstream for retired folks who need extra income.

### POINTS OF INTEREST ON THE PISGAH RANGER DISTRICT

Pisgah Ecology Trail - located behind Pisgah Ranger Station - self-guided tour. .6 miles long, approx. 45 minutes - constructed by 1972 Youth Conservation Corps.

Sliding Rock Recreation Area - parking available for 60 cars and 5 buses, bathhouse, 60 ft. sliding area, and observation areas. Open Memorial Day through Labor Day for sliding, yearlong for viewing.

Looking Glass Falls - One of the most scenic, well known falls in the Eastern United States, adjacent to US 276. It is a picture of classic beauty, an unbroken rush of white water, 30 feet wide dropping vertically more than 60 feet down a sheer rock into the pool below. A massive overhanging shelf of rock towers above the falls on the far side, giving it an aspect of rugged grandeur.

Cradle of Forestry in America - Here in an Appalachian Mountain Valley is where forestry was first practiced and taught in the United States some 75 years ago. This historic tract within the Pisgah National Forest, known as the Pink Beds, is a public memorial and forest demonstration area. The Visitor Center is located at the site of an old community where the summer quarters of America's first forestry school stood. The program, displays, and reconstructed campus will help you visualize the area as it was then.

Pisgah Forest National Fish Hatchery - located 6 miles above the Ranger Station on the Davidson River Road, this hatchery is operated by the U.S. Fish and Wildlife Service. It is one of the largest trout hatcheries in the East. Visitors welcome.

Shining Rock Wilderness - This is a 14,000 acre mountain area whose name comes from the white quartz atop Shining Rock ridge. This is scenic hiking country, which may be reached from Big East Fork, from Sunburst Recreation Area, and the Blue Ridge Parkway via the new Black Balsam Road. Entrance permits are required, and are available at the Ranger Station.

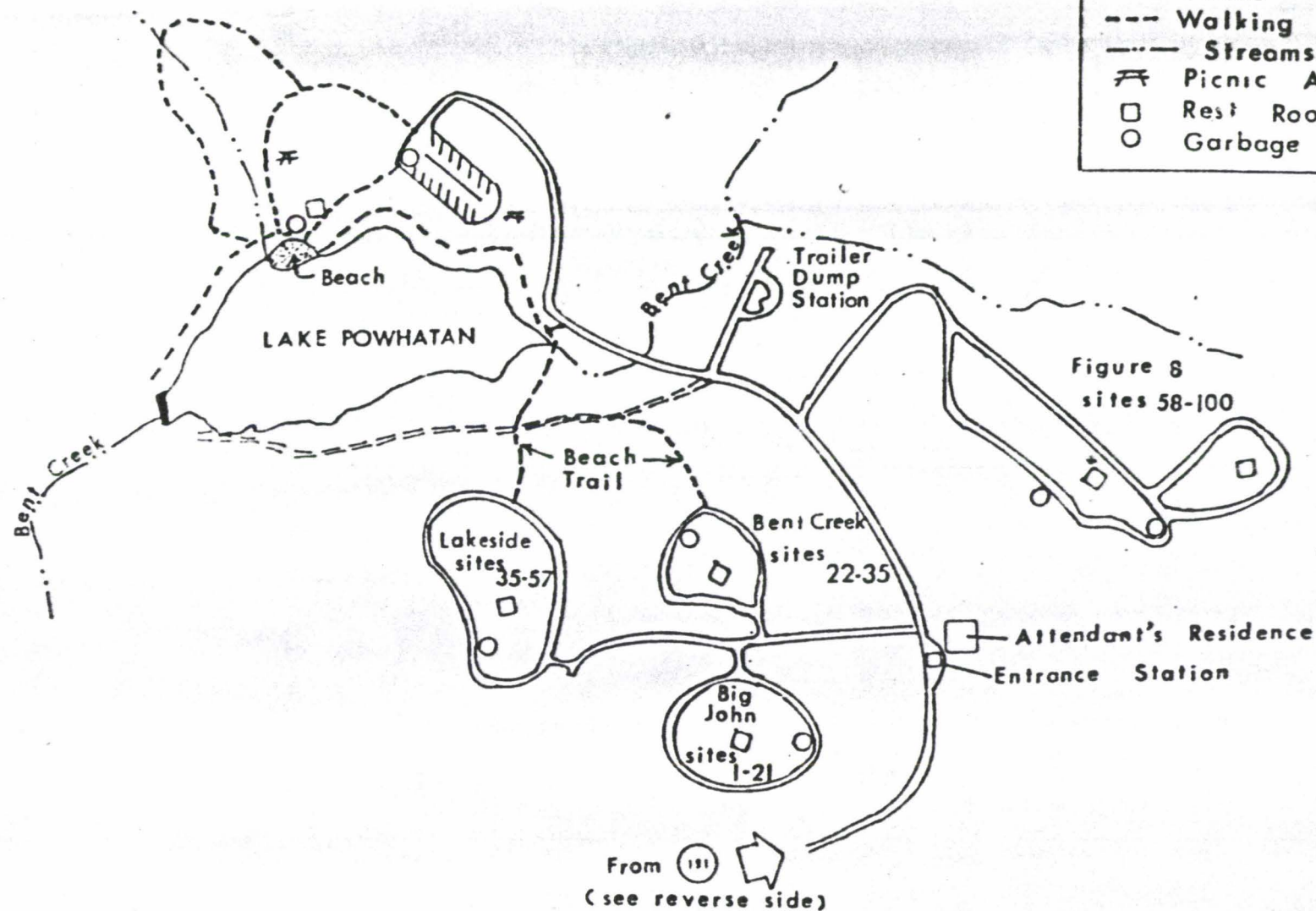
The Pisgah, Nantahala, Croatan, and Uwharrie National Forests located in North Carolina are a part of a nationwide system of 154 National Forests and 18 National Grasslands. These are lands of many uses - outdoor recreation, water, timber, wildlife, and forage. For additional information about the National Forests in North Carolina, write: Forest Supervisor, P. O. Box 2750, Asheville, North Carolina 28802.

# LAKE POWHATAN RECREATION AREA

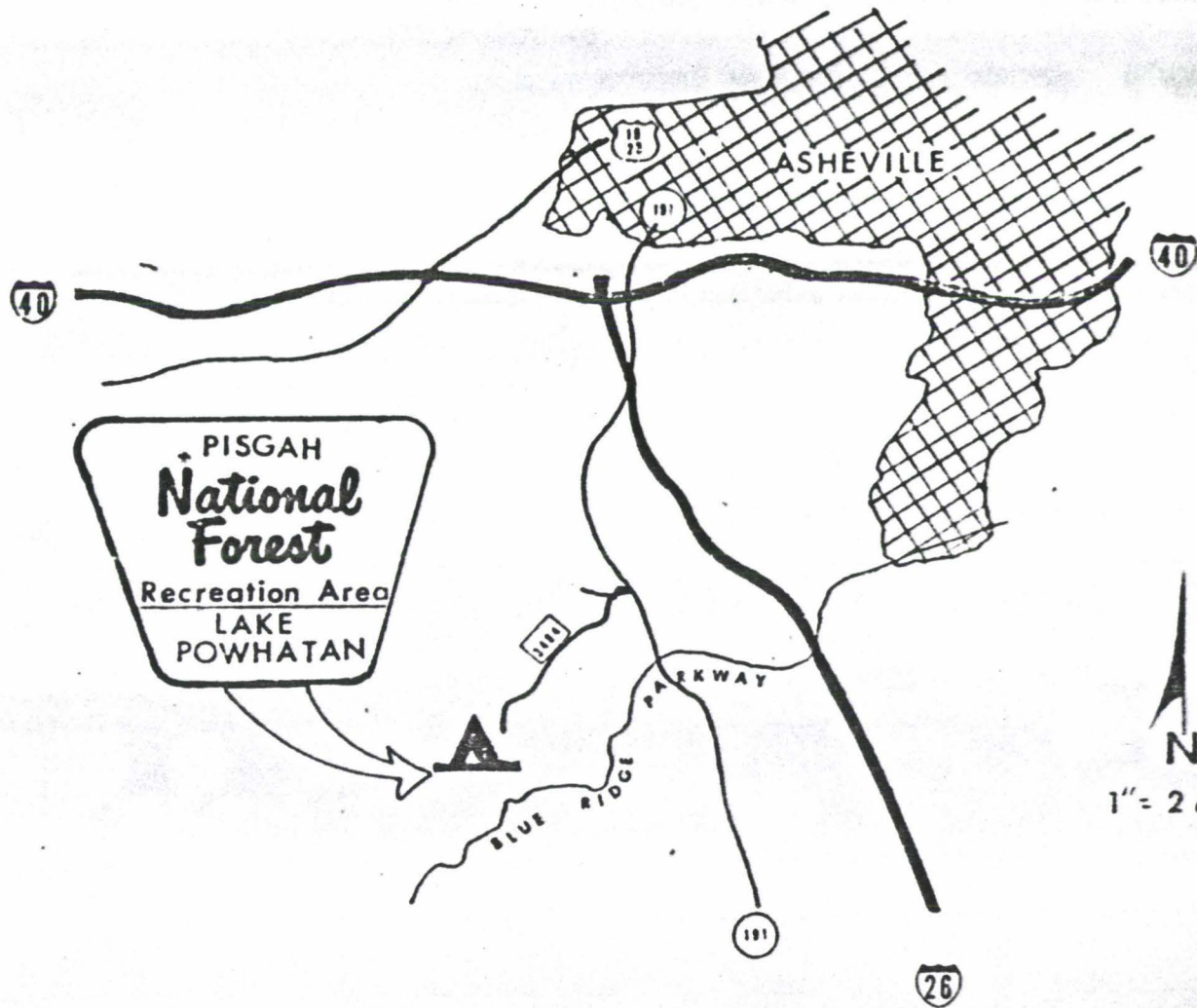
PISGAH NATIONAL FOREST

## LEGEND

- = Roads
- Walking Trails
- - - Streams
- ⌘ Picnic Areas
- Rest Room
- Garbage Container







*Welcome to the*

DAVIDSON RIVER CAMPGROUND

PISGAH National Forest



RANGER STATION

DAVIDSON RIVER

RIVER BEND  
148-161

DOGWOOD  
56-78

APPLE TREE  
33-55

SYCAMORE  
1-11

WHITE PINE  
114-132

ROADSIDE  
133-147

LAUREL  
79-98

WHITE OAK  
12-32

POPLAR  
99-113

parking

AMPHITHEATER

ENTRANCE  
STATION

LEGEND

- restroom
- garbage container

1-11 site numbers





# REGULATIONS

## FOR OCCUPANCY AND USE OF DEVELOPED RECREATION SITES ON THE NATIONAL FORESTS PROHIBIT THE FOLLOWING ACTS:

### SANITATION

1. Failing to dispose of all garbage, including any paper, can, bottle, sewage, waste water or material, or rubbish either by removal from the site or area, or by depositing it into receptacles or in places provided for such purposes. (36 CFR 261.14)
2. Cleaning or washing any personal property, fish, animal, or food at a hydrant or at a water faucet not provided for that purpose. (36 CFR 261.14c)
3. Placing in or near a stream, lake, or other water any substance which does or may pollute a stream, lake, or other water. (36 CFR 261.11c)
4. Depositing in any toilet, toilet vault, or plumbing fixture, any bottle, can, cloth, rag, metal, wood, stone, flammable liquid, or other substance which could damage or interfere with the operation or maintenance of the fixture. (36 CFR 261.11a)
5. Depositing any body waste except into receptacles provided for that purpose. (36 CFR 261.14c)
6. Dumping or leaving in a refuse container, dump, or similar facility, refuse, debris, or litter brought as such from private property or from land occupied under permit. (36 CFR 261.11e)
7. Possessing or leaving refuse, debris, or litter in an exposed or unsanitary condition. (36 CFR 261.11b)

### OPERATION OF VEHICLES

8. Operating or parking a motor vehicle or trailer except in places developed for this purpose. (36 CFR 261.14a)
9. Operating a bicycle, motorbike, or motorcycle on a trail unless designated for this use. (36 CFR 261.14a)
10. Operating a motorbike, motorcycle, or other motor vehicle for any purpose other than entering or leaving the site. (36 CFR 261.14a)
11. Placing a vehicle or other object in such a manner that it is an impediment or hazard to the safety or convenience of any person. (36 CFR 261.10f)
12. Failing to stop a vehicle when directed to do so by a forest officer. (36 CFR 261.12c)
13. Blocking, restricting, or otherwise interfering with the use of a road, trail, or gate. (36 CFR 261.12e)

### BUILDING FIRES

14. Building, attending, maintaining, or using a fire outside of a fire ring provided by the Forest Service for such purpose or outside of a stove, grill or fireplace. (36 CFR 261.14b)

### CAMPING

15. Occupying between 10 p.m. and 6 a.m. a place designated for day use only. (36 CFR 261.14e)
16. Failing to remove all camping equipment or personal property when vacating the area or site. (36 CFR 261.14f)
17. Placing, maintaining, or using camping equipment except in a place specifically designated or provided for such equipment. (36 CFR 261.14g)
18. Without permission, failing to have at least one person occupy a camping area during the first night after camping equipment has been set up. (36 CFR 261.14h)
19. Leaving camping equipment unattended for more than 24 hours without permission. (36 CFR 261.14i)

### DESTRUCTION OF PROPERTY

20. Cutting, killing, destroying, girdling, chipping, chopping, boring, injuring, or otherwise damaging or removing any timber, tree or other forest product, except as authorized by permit, timber sale contract, Federal law or regulation. (36 CFR 261.6a)
21. Mutilating, defacing, removing, disturbing, injuring or destroying any natural feature or any property of the United States. (36 CFR 261.9a)

### PUBLIC BEHAVIOR

22. Engaging in fighting, or in threatening or abusive behavior. (36 CFR 261.4a)
23. Inciting or participating in a riot. (36 CFR 261.4b)
24. Making unreasonable noise. (36 CFR 261.4c)

### PETS AND ANIMALS

25. Bringing in or possessing an animal, other than a seeing eye dog, unless it is crated, caged, or upon a leash not longer than six feet, or otherwise under physical restrictive control. (36 CFR 261.14j)
26. Bringing in or possessing in a swimming area an animal, other than a seeing eye dog. (36 CFR 261.14k)
27. Bringing in or possessing a saddle, pack, or draft animal, except as authorized by a sign. (36 CFR 261.14l)

### BUSINESS ACTIVITIES

28. Selling or offering for sale any merchandise unless authorized by Federal law, regulation or permit. (36 CFR 261.10c)
29. Distributing any handbill, circular, paper, or notice without a permit. (36 CFR 261.14p)
30. Posting, placing, or erecting any paper, notice, advertising material, sign, or similar matter without a permit. (36 CFR 261.10g)

### AUDIO DEVICES

31. Operating or using in or near a campsite, developed recreation site, or over an adjacent body of water without a permit, any device which produces noise, such as a radio, television, musical instrument, motor or engine in such a manner and at such a time so as to unreasonably disturb any person. (36 CFR 261.10h)

32. Operating or using a public address system, whether fixed, portable, or vehicle mounted, in or near a campsite, developed recreation site, or over an adjacent body of water without a permit. (36 CFR 261.10i)

### FIREWORKS AND FIREARMS

33. Discharging or lighting a firecracker, rocket or other firework, or explosive. (36 CFR 261.14d)
34. Discharging a firearm or any other implement capable of taking human life, causing injury, or damaging property: (1) in or within 150 yards of a residence, building, campsite, developed recreation site or occupied area, or (2) across or on a Forest Development road or a body of water adjacent thereto whereby any person or property is exposed to injury or damage as a result of such discharge. (36 CFR 261.10d)

### INTERFERING WITH FOREST OFFICER

35. Threatening, resisting, intimidating, or interfering with any forest officer engaged in or on account of the performance of his official duties in the protection, improvement, or administration of the National Forest System. (36 CFR 261.3)

### OTHER PROHIBITED ACTS

36. Constructing, placing, or maintaining any kind of road, trail, structure, fence, enclosure, communication equipment, or other improvement without a permit. (36 CFR 261.10a)
37. Occupying any portion of the site for other than recreation purposes. (36 CFR 261.14a)
38. Conducting or using a public address system, whether fixed, portable, or vehicle mounted, in or near a campsite, developed recreation site, or over an adjacent body of water without a permit. (36 CFR 261.10j)

### ABANDONED PERSONAL PROPERTY

39. Abandoning a vehicle, animal or personal property. (36 CFR 261.10e)

### FEES

40. Failing to pay any fees established for admission or entrance to, or use of a site, facility, equipment, or service within the National Forest System furnished by the United States. (36 CFR 261.15)

Authority: 16 USC 551 and/or 7 USC 1011(f). Violation of any of the Regulations listed in item numbers 1-39 is, under 16 USC 551 and/or 7 USC 1011(f), subject to punishment by a fine of not more than \$500 or imprisonment for not more than 6 months or both. Violation of the Regulation listed in item 40 is, under 16 USC 4601(e), punishable by a fine of not more than \$100.

The above represents a partial listing of Regulations governing the occupancy and use of the National Forests. All of the regulations are published in Title 36 of the Code of Federal Regulations and copies of the same are on file at all Forest Supervisor and District Ranger Offices.



## SHINING ROCK WILDERNESS AREA

Shining Rock Wilderness Area is a 14,000-acre area that is to be preserved in its primitive state. The name Shining Rock comes from the glistening white quartz atop Shining Rock Ridge at a 6000-foot elevation. Other outstanding scenery includes waterfalls, steep rock slopes and mountain streams.

Most visitors enter the wilderness area off the Blue Ridge Parkway, turning off onto the dirt road at Milepost 420.2. This is Forest Service Road #816 which runs 1½ miles to a dead-end at Black Balsam Parking Lot, (sometimes called Sam Knob Parking Lot). Another entrance to the wilderness area is near Daniel Boone Boy Scout Camp at the end of State Road #1129 which turns off NC 215 near Lake Logan. A third way in is from US 276 where it crosses the East Fork of the Pigeon River about 2.6 miles north of the Blue Ridge Parkway.

A permit is required to enter the Wilderness Area. There is no charge for it, and it can be obtained in person at the following places:

Pisgah Ranger Station on US 276 about 5 miles north of Brevard and 14 miles south of the Blue Ridge Parkway. Summer hours (April - Nov.): 8:00 a.m. - 6:00 p.m., Monday thru Fri., weekends and holidays, 10:00 a.m. - 6:00 p.m. Winter hours (Jan. - Mar., Dec.): 8:00 a.m. - 4:30 p.m., Mon. - Fri.

Forest Supervisor's Office, 50 S. French Broad Ave. in the Plateau Building, Asheville, NC. Hours: 8:00 a.m. - 4:30 p.m., Mon. thru Fri.

Cradle of Forestry on US 276, 15 miles north of Brevard and 4 miles south of the Blue Ridge Parkway. Hours: (April to Nov.) 10:00 a.m. - 6:00 p.m., Sun. - Sat.

Lake Logan Grocery and Gas Service (Phillips 66) on NC 215, 12 miles north of Blue Ridge Parkway. Hours: 8:00 a.m. - 9:00 p.m., Mon. thru Sat., 10:00 a.m. - 6:00 p.m., Sunday.

Cruso Grocery, Gas and Service Store (Gulf) on US 276 about 8 miles north of the Blue Ridge Parkway and 1 mile south of Springdale Golf Course. Hours: 7:15 a.m. - 9:00 p.m., Mon. thru Sat., 1:00 p.m. - 6:00 p.m., Sunday.

Riverside Grocery, Hardware and Gas Store (Phillips 66) on US 64E about 2 miles south of Ranger Station. Hours 7:00 a.m. - 9:30 p.m., Mon. - Sat. Closed on Sunday.

Permits may also be obtained by writing or calling either of the following places:

National Forest in North Carolina  
P. O. Box 2750  
Asheville, NC 28802  
Phone: 704-253-2352

U. S. Forest Service  
P. O. Box 8  
Pisgah Forest, NC 28768  
Phone: 704-877-3265

(over)



When writing for a permit, be sure to give the following information:

NAME AND ADDRESS  
DATES OF ENTRY AND EXIT

POINTS OF ENTRY AND EXIT  
NUMBER OF PEOPLE IN THE PARTY

We recommend that water from streams be boiled or treated before drinking. Only down wood can be used for fires. Do not cut any standing trees or shrubs.

When using Shining Rock Wilderness, please

DO pack out all unburnable trash,  
DO extinguish campfires with water,  
DO keep hiking parties small,  
DO burn all trash that your campfire will consume completely,  
DO carry a survival kit,  
DO use only wood that is "dead and down" for fires,  
DO sterilize all drinking water,  
DO bury human waste,  
DO take only pictures, leave only footprints  
DO use a backpacker stove to eliminate the need for firewood.

Please

DON'T litter,  
DON'T kill or injure vegetation,  
DON'T use motorized vehicles in wilderness area,  
DON'T wash you, your clothes or utensils in streams,  
DON'T leave fires unattended,  
DON'T deface rocks or trees,  
DON'T smoke while hiking,  
DON'T bury garbage,  
DON'T fail to leave word with friends or family as to where you plan to hike, and when you will return.

OUTDOOR MEN, WOMEN AND CHILDREN:

Like yourself, the person who later follows you on this forest trail will come to get away from the cluttered world of man's doings and man's discards. Please try to leave no trace that you passed here. You may want to come back.

# SUMMARY OF PISGAH RANGER DISTRICT RECREATION OPPORTUNITIES - 1982

## CAMPING & PICNICKING AREAS

Name of Area	# of Units		Showers	Toilets		Dump Sta	Fee	Dates Open	Location
	Camp	Picnic		F	P				
Davidson Rvr. Campground	161		yes	x		yes	\$6.00	3/1--12/31	US 276
Sunburst Campground	14	10	no	x		no	FREE	3/27-12/12*	US 215
North Mills Rv. Campground	28	39	no	x		yes	\$4.00 FREE	5/1--10/7 10/8-4/30	4 mi. west of NC 280 and 191
Lake Powhatan Campground	98	22	no	x		yes	\$5.00	5/1--12/12	4 mi. SW, NC 191
Lake swimming free to campers; Swimming open to public May 24 - Sept. 7: \$2.00/car									
Pink Beds Picnic Area	21		no	x		no	FREE	5/1--10/7	US 276
Stony Fork Picnic Area	12		no		x	no	FREE	Yearlong	NC 151
Sycamore Flats Picnic Area	40		no	x		no	FREE	3/27-10/7	US 276
Coontree Picnic Area	10		no	x		no	FREE	3/27-10/7*	US 276

\* Areas are open in off-season but restroom facilities are winterized.

CAMPERS WILL NOT USE CAMPGROUNDS FOR MORE THAN 14 CONSECUTIVE DAYS. NO RESERVATIONS--FIRST COME, FIRST SERVED. ALL AREAS OPEN 7:00 a.m., CLOSE 10:00 p.m.

## GROUP CAMPING AREAS

Use by reservation made only through Pisgah Ranger Station (704-877-3265).

Upper and Lower Cove Creek (off Davidson River Road above Fish Hatchery)  
Capacity 100/site, vault toilets, water (hand pump), picnic tables, fire rings.  
Two sites available. Open yearlong. Fee: \$20/night, 1-50 persons; \$40/night, 51-100 persons.

Kuykendall (off Catheys Creek Road #471, on Kuykendall Creek)  
Capacity 100, vault toilet, water (hand pump), picnic tables, fire ring. Open yearlong. Fee: \$20/night, 1-50 persons; \$40/night, 51-100 persons.

North and South White Pines (approx. 1 mi. from Ranger Station on Avery Cr. Rd. #477)  
Two sites to accommodate up to 25 persons/site. TENT CAMPING ONLY (no vehicle access).  
Tables, fire rings, tent pads provided, drinking water, toilet facilities. Open yearlong. Fee: \$10/night per site.

(over)



## RECREATION AREAS

Sliding Rock (US 276 approx. 6 miles from Ranger Station)

Swimming area with lifeguard on duty & bathhouse facilities available. Open 10:00 a.m., closed 6:00 p.m. Parking available. NO FEE. Open May 24 - Sept. 7 for use, open yearlong for viewing.

Pisgah Visitor Center (located 2 mi. NW of intersect. of NC 280 and US 276)

Summer Schedule: Daily 10:00 a.m. - 6:00 p.m. 4/4--10/31

Winter Schedule: Daily 9:00 a.m. - 5:00 p.m. 11/1--12/11 (closed Thanksgiving)  
Weekdays only 8:00 a.m. - 4:30 p.m. 12/12- 4/3 (closed holidays)

Phone: 704-877-3265

Pisgah Ranger Station open yearlong, weekdays 8:00 a.m. - 4:30 p.m. except holidays.

Cradle of Forestry Visitor Center ( 10 mi. north of Ranger Station on US 276)

Exhibits, historical film (20 min.), Biltmore Forest School Campus Trail (1 mi.), restored and reconstructed buildings, Forest Festival Trail (1 mi.). Open 10:00 a.m., closed 6:00 p.m. May 1 through October 31. NO ADMISSION CHARGE.

Phone: 704-877-3130.

### **Distances from Ranger Station to:**

Looking Glass Falls	4
Pisgah Fish Hatchery	5
Blue Ridge Parkway	14
Pisgah Inn	16
Devils Courthouse	25
Gatlinburg, Tenn.	95
Fontana Village	103
Brevard	5
Hendersonville	18
North Mills River Cpgd.	18
Lake Powhatan Cpgd.	23
Asheville	32



U. S. Forest Service  
Pisgah Ranger Station  
P. O. Box 8  
Pisgah Forest, NC 28768



PLAN FOR VOLUNTEER ACTION  
ON PISGAH RANGER DISTRICT

BY  
DAVID A RHODES

NATIONAL FORESTS IN NORTH CAROLINA  
PISGAH RANGER DISTRICT



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## Plan for Use Of Volunteers on the Pisgah Ranger District

### Introduction

The U. S. Forest Service has a long history of excellence in many fields. This record has come through the combined efforts of dedicated people. This record of excellence will continue, but a changing approach that is harmonious with today's people and needs is more important than ever. Volunteers can play a key role in this effort to meet management objectives to public needs to continue the record of excellence in all fields of Forest Service activity.

A volunteer in the 1960's was characterized as a middle class housewife in the mid-30's age class. She usually helped in hospitals, worked in small community groups and at her church. She usually stuffed envelopes and made coffee. The volunteer of today has changed this characterization. The volunteer now "desires to make policy, not coffee." This change is attributed to the many changes in today's society.

Changes in today's lifestyles which make volunteer work so relevant include shorter workweeks, more leisure time, job frustrations, early retirement, and a desire for variety to name only a few. Even today, many are still searching for jobs which contribute to self-fulfillment. However, the rise in volunteerism stems from a basic desire for one human being to help another human being. George Gallup claims that 61 million American adults would like to go to work to improve their communities if they knew what to do and how. He estimates this would amount to 245 million hours a week. This desire is leading to increased volunteer opportunities in many organizations. It is estimated that, nationwide, volunteers have donated \$3.4 million of work in 1980. Along the way to this goal of involvement and self-fulfillment, volunteers reap other benefits. There is a chance to be involved in worthwhile activities, gain new skills, build new friendships and enjoy new and different experiences. Just as today's individuals are looking more and more to themselves for control of their future, the opportunities for volunteerism will increase for the same reasons.

It became possible for volunteers to assist the National Forest in 1972 with the passage of P.L. 92-300. This law gave the unit managers the opportunity to employ those who wanted the chance to serve. The law brought with it the legal support needed for the protection of the volunteer as well as limited funding for nominal expenses. Now, individuals and groups can be used to help the resource manager in a variety of task involved on a Ranger District.

This plan is designed to help the unit manager better realize the potential of that resource--volunteers. Many associated areas of need must be considered, planned, and prepared to fully realize the optimum benefit of volunteers. The manager should be aware of the needs that volunteers bring to the site which must be recognized to reach the fulfillment he seeks. A blend of these needs and skills between the volunteer and the resource manager can result in additional services to the public. There will also be more resource management accomplished and a happy, excited volunteer.

#### Pisgah Ranger District

The Pisgah Ranger District is one of four districts on the Pisgah National Forest. Good management of the many natural resources on National Forests has helped this unit illustrate multiple use management for those resources. Easy access to the Pisgah District, numerous opportunities, and a location convenient to large population centers brings many visitors to the National Forests.

The growth of visitation to the Pisgah District has been phenomenal and brings one to quickly realize that demand for services far outstrips the ability to provide those services especially in these days of reduced budgets. It has been estimated that some 1.6 million visitor days (a visitor day is 12 hours) were enjoyed on the Pisgah in FY-81. This growing trend of use of the National Forest illustrates how the National Forests are being discovered by Americans.

The intense attention to National Forests resources has developed into needs for protection of the land itself, improved and increased opportunities, as well as attention to personal needs of the visitors. These demands for services are quickly surpassing the normal capacity of the districts' personnel. The human resource of volunteers can provide the means of continuing the long established stand of excellence.

#### Pisgah Staff and Volunteers

A volunteer program serving the public needs must begin with top management. The management organization will set the atmosphere for all who are involved in the volunteer resource. It is not



unusual for the staff to express reservations or even resistance and resentment to volunteers. Education and involvement of the staff in developing the program are two critical elements necessary to overcome those objections and to insure a successful program. Frequently, responses come from staff who have had no experience with volunteers; especially, in recruitment, training, or supervision. Another concern is focused on sustaining professional standards of accomplishment. There is also the idea that person power can be better met by paraprofessionals or other established work forces than by volunteers. The professional-volunteer relationship is often more difficult because volunteers are very articulate about the expectations of their assignment. This often leads the professional more deeply into an unfamiliar and uncomfortable position as trainer. Another conflict is that volunteers may bring more relevant information and skills to an assignment than the professional can. These are valid areas of concern and must be addressed through training and involvement of primary staff. This core of support can then be enlarged to include the entire district organization. The success of the program can be predicted by the degree of enthusiasm shown from the entire organization.

Here are some timely ideas that will improve the effectiveness of each individual volunteer as insuring the success of the entire program. These tips quickly summarize concise ideas.

#### TIPS TO STAFF

1. Treat volunteers as paid staff. There is no need to "beg" them to perform their volunteer duties if they have signed a contract which outlines their specific commitments. If you are asking them to do something out-of-the-ordinary or something besides their regular duties, ask if they have the time and interest in doing it. Then, give them the right to refuse.
2. Recognize the value of volunteers in giving perspective. When a staff member is working with a client every day or at frequent intervals, it is often easy to overlook subtle changes in behavior which might be more noticeable to someone working with the same client on a less frequent basis.
3. Volunteers can be a source of fresh ideas. A staff member who is familiar with one certain approach might welcome a new idea if it's presented in a non-threatening way. There is a fine line of distinction, of course, between practical suggestions and having the answers after two days on the job....which volunteers must carefully avoid. Volunteers, however, coming from a different direction and with different experiences, can be a source of creativity and expertise, depending on the volunteer/staff relationship.
4. If you arrive at a novel approach to a situation, especially if it involves volunteers, share it with other staff members

and with the volunteer coordinator. It might be the shot-in-the-arm that someone else needs.

5. Volunteers are not working for free. Their rewards come in forms other than monetary. Job satisfaction is one of the most important. Volunteers need the positive feedback (don't we all!) and positive criticism that will make them more efficient and enthusiastic. Let them know if you think they're doing a good job. Let them know what parts of their job they do especially well. If you know why the person is volunteering--whether for work experience or for the job of helping others to feel needed--gear your feedback to their reason for volunteering.
6. Be approachable to your volunteer. If you give the impression that you don't like being bothered with a lot of trivial questions, chances are the volunteer will stop coming to you. If you honestly feel that the questions are trivial, sit down and discuss the general situation and why there are so many unanswered questions. If the questions are valid and just hit you at the wrong time, encourage the volunteer to jot down questions and set aside a certain time for all questions.
7. Honest, open, two-way communication is the key to valuable volunteers. Someone once said, "There are no bad volunteers--only volunteers in bad situations." Often the worst situations are caused by some kind of communication breakdown...the volunteer was not fully aware of what was expected...or what the policies were...or to call ahead in case of absence or running late...or who to speak to with a complaint, etc. If the staff member and the volunteer coordinator put themselves in the place of the volunteer, there should be a better flow of information to the volunteer. Don't pre-suppose anything!
8. In the situation where a volunteer needs to be terminated, it should be handled as openly and honestly as possible. If a trial period was set ahead of time, sit down at the end of that time and discuss what the volunteer feels about the situation. Chances are, if you're not satisfied, neither is the volunteer. Refer the volunteer back to the volunteer coordinator for a different assignment which would be more suited to the volunteer's capabilities or personality. Talk with the volunteer coordinator beforehand to be able to suggest another position within the agency. If the agency is not able to use the volunteer, there may be a voluntary action center in your area whose job it is to place volunteers in a wide variety of areas.



9. Volunteers are an important source of community support--not only in direct goods and services contributed, but as important citizen advocates in the community for your problem, especially if your agency is dependent on the community directly for effective workers within, the better support the volunteer will be in the community.

### Project Assessment

Good planning is essential to accomplishment of all projects. But good planning is even more critical for people who desire to donate their time and energy. Planning for volunteer assistance begins with the assessment of needs. The assessment of needs or job description is a critical step and should detail all factors that would involve the volunteer in accomplishment of a project. Staff participation in developing the needs assessment or job description is crucial in the basic developmental stages for an effective volunteer program. (See format in exhibit 1). The staff participation not only involves the expertise of those who are most familiar with the needs but it also brings involvement and ownership to support the program.

If a meaningful program of volunteer services is to occur development of the needs assessment must not be taken lightly. Considerable forethought must go into this development. These criteria should be helpful in this phase of building.

1. Is this a real job? Can its usefulness be made clear and concrete to the volunteer?
2. Can this job be done satisfactorily on a part-time basis?
3. Will time required for training and for support be in proportion to the volunteer time needed in actual service?
4. Can essential supportive staff work be provided?
5. Can staff work adjustments be made or "back-stops" be built in if the volunteer's other priorities make this necessary?
6. Does the job consider the varied interests and skills the volunteer may bring the value of his/her community relationships?
7. Are there possibilities for volunteer satisfaction in doing this job?
8. Is it probable that the kind and/or number of volunteers required for this job can be recruited?



Project Assessment of Volunteer Needs

Project:

Supervisor:  
Title:

Location of Project:

Objective of Project:

Number of Volunteers Needed:

Qualifications Desired:

Volunteer Commitment Needs:

Seasonal:

Hours/day:

Days/week:

Training Needs:

Special consideration or needs in the project, i.e., health, transportation, equipment, etc.:

Possible Volunteer Expenses:

Other Elements:

## 9. Can you imagine a person's really wanting to do this job?

Assessment of needs should not be limited to normal or routine tasks for volunteers such as stuffing envelopes or being a Campground Host. Be imaginative! Dream! This doesn't necessarily mean that each need identified would be totally met by a volunteer. However, the dream may be useful later to better meet the expectations of those who wish to volunteer their time. The tasks identified should be meaningful and abundant. Nothing short circuits a potential volunteer quicker than to feel he or she isn't contributing a real need.

## Staff Participation

Though staff participation in development of needs or job descriptions is necessary, staff participation in the total program is crucial. We all communicate by our enthusiasm or by the lack of it!. Here are ten commandments a staff person must exhibit to insure a meaningful volunteer program.

### TEN COMMANDMENTS FOR VOLUNTEERS AND PROFESSIONALS STAFF

1. Honestly describe the job. Don't minimize the time or ability it takes.
2. Offer well-planned program of training and supervision.
3. Concern yourself with the volunteer as a person, not an object.
4. Expect basic ability and reliability and then build on them sharing understanding. Do not confuse with jargon. Language is not to confuse, but to enlighten; not to obstruct, but to communicate.
5. Be ready to place when you recruit.
6. Give the volunteer a significant task. Don't equate volunteers with untrained persons.
7. Inform the volunteer. Make him an insider, too. He's on staff.
8. Evaluate the volunteer.
9. Trust the volunteer. If your expectancy and faith are high, so will be his response.
10. Give proper recognition.

## Volunteer Use Flow Chart

- **Recruit**  
⊗ **Training**  
× **Activity**

[illegible]



## Project Planning

Following the completion of needs assessment, summation and flow chart development will illustrate impacts, scheduling, and other possible conflicts. While volunteer efforts do increase the capacity to do work or to extend the capabilities of management, it is not without impacts. These impacts for supervision and logistics of supplies, materials, or transportation can easily overpower the district's personnel and ability. A flow chart (Exhibit No. 2) provides this means to visually assess the requirements and capabilities of the district with available personnel as well as illustrating seasonal variation. This method will establish a summary of needs as well as illustrate problem areas of available supervision, seasonal variation, etc. prior to recruitment.

The flow chart should also be used to establish timing for the various projects. Timing for planning, preparation, recruitment for actual project accomplishment is the key link. Some projects can be yearlong, others much less, but all aspects can be approached systematically. Thus, the necessary time for training, preparation, etc. can be planned for a timely beginning and thus assure good utilization of the volunteers time, skills, and also completion of the project.

While a successful volunteer program can provide extra means of project accomplishment, it obviously is not without costs. The word "volunteer" often conjures up such phrases as "it is free" or "it is easy". While the person does not actually receive a salary or a wage there are other expenses incurred. The volunteer program is not free!

It is important that management make the commitment to fund these expenses. Planning, organizing, training, etc. are critical for the success of the program and are expensive. However, the return in value of completed projects can easily pay handsome dividends from the investment in volunteerism.

## Volunteer Supervision

One of the most costly items in this human resource program is supervision. Lack of supervision is the reason most often given for an unhappy volunteer. It is estimated that each \$1 of supervision pays \$15 of production. This is a most profitable cost/benefit ratio.

Here are timely tips on Volunteer supervision:

1. Designate one person as the direct supervisor of the volunteer, most likely the head of the department in which the volunteer is assigned. The volunteer coordinator, if you have one, should not necessarily be the direct supervisor.
2. At the beginning, establish clearly defined guidelines for supervision and regular time to mutually evaluate the situation.

3. Set goals and objectives with the volunteer and periodically evaluate their progress toward meeting these goals.
4. Make sure the volunteers know what you expect of them so you do not set the volunteers up for failure.
5. Consider setting up a trial period--one or two months--to give either the volunteer or the agency a graceful way "out" if it's not working out.
6. Practice an open-door policy so that volunteers can speak with you when the need arises.
7. Make the volunteers feel needed and as an integral part of the staff.
8. Hold informal group discussions with paid and unpaid staff to share ideas, air concerns and problems, and resolve any existing problems.
9. Provide volunteers with constructive criticism so they can improve their skills and learn from their volunteer experience.

Volunteers are a valuable resource! A supervisory concept to remember throughout volunteer services is to treat people--paid and unpaid--alike, with dignity and respect.

In summary, volunteers are people! Their supervision is not drastically different than for anyone else. Good supervision of volunteers produces commitment through mutual respect, trust and common goals. It has been said that pure technical knowledge of supervision is not always the most productive method. Personality traits of genuineness, the capacity for accurate empathy, and non-possessive warmth often have more influence on supervision of an individual.

### Volunteer Recruitment

Recruitment of volunteers for the Pisgah District can be quite easy. The many visitors to National Forests and the Pisgah District each year become potential volunteers as they are exposed to those who are now volunteers. The assessment of needs has been completed and recruitment for specific needs will then be used to handle the numerous inquiries regardless of where they originate.

Advertisement in professional magazines or papers for volunteers to National Forests could be successful. This method could be a large impact in sheer numbers of applications.

A better method to aid in recruitment, interviews, and placement of volunteers would be the creation of a Volunteer Service Center in the local community. This organization could advertise need, accept applications, interview and screen the applicants prior to district involvement. This service would naturally work toward coordination of volunteer efforts in the entire community.



Establishing a Volunteer Service Center would require district participation but involvement of district staff could be expected once the operation became established.

### Volunteer Interviews

An interview with all prospective volunteer candidates will make the selection process easier. It is important to gain as much knowledge as possible about the candidate. This information will enhance the placement of the volunteer and thus better meet his needs. A happy volunteer will ultimately be more productive and prove to be a more positive representative to those he contacts in the assigned tasks.

Exhibits 3 and 4 illustrate topics of interest to discuss and document in the interview. A large volunteer program must have an honest appraisal of each applicant's potential to blend with the organization.

The interview process itself should not be different than for a salaried position. A professional and business-like setting will help establish the positive first impression that is so important in this endeavor. Exhibit 4 gives hints on items to be considered during the discussion. The documentation is important to both consideration for initial placement and for future coordination of skills, desires and needs of the candidates.

This is also the time to discuss with the volunteer the realities of the position he seeks. The needs assessment, as discussed earlier, is used to explain precisely what the volunteer is expected to produce and the conditions of the project or assignment. This is also the time to discuss the volunteer's commitments to the Pisgah Ranger District and also commitments to the volunteer from the Pisgah District.

These principles for interviewing will provide the maximum opportunity to establish the volunteer's suitability, placement, and establish the atmosphere for a successful program.

### PRINCIPLES OF INTERVIEWING

#### Carefully plan the interview

Careful planning should include:

Familiarity with the job specification.

#### Be flexible in your interviewing

Let the applicant tell his story and express his ideas, then probe those areas that are important or that need fuller explanation. An unvarying interviewing routine dulls your



Volunteer Interview Report

Name of prospect \_\_\_\_\_ Date of Interview \_\_\_\_\_

Address \_\_\_\_\_ Phone \_\_\_\_\_  
\_\_\_\_\_

New to the organization or agency ( ) Sex: M ( ) Age: Under 21 ( )

New to volunteering ( ) F ( ) 21 - 40 ( )

41 - 60 ( )

Over 60 ( )

1. Special Interests (Attitude):
2. Special skills (Education, previous training, aptitude):
3. Previous volunteer experience:  
Kind of organization:  
Duties:
4. Work experience:
5. Retired: Yes ( ) No ( )  
If yes, where from:
6. How much time does he have available?
7. What activity or duties are desired for volunteer involvement?

8. Knowledge about the agency:  
Vast ( ) More than average ( ) Average ( ) None ( )
9. Does this potential volunteer have experience, education, and motivation which can be developed and used for leadership in the organization?
10. State your first impressions of this prospect in a few key words. Do this quickly, rely on your instincts (Health and transportation).
11. Any additional comments:

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Interviewer's Name

Volunteer Interest Checklist for Interview and Job Placement

What I like to do	All the time	Most of the time	A little	Not at all	Comment
Reading and writing					
Taking responsibility					
Speaking to groups					
Meeting new people					
Dancing and singing					
Sorting papers, keeping records					
Typing					
Mechanically inclined					
Camping, living out-of-doors					
Drawing and sketching					
Research and analysis					
Swimming and hiking					
Working "math" problems					
Selling or contacting people					
Experimenting with mechanical devices					
Making things, repairing					
Teaching					
Entertaining					
Making decisions					
Presiding at meetings, events					
Leading a decision group					
Driving a car					



What I like to do	All the time	Most of the time	A little	Not at all	Comment
Photography					
Other (List or describe):					

## Volunteer Self-Inventory of Skills and Ability

I can do this:	Very Well	Well	So-So	Not At all	Comments
Speak and persuade: skill in expressing ideas and in communicating and ability to influence others					
Teach and train: skill in interpreting ideas; conducting sessions; relating to people; lead discussion; use audio visual material					
Lead or supervise: desire to assume responsibility, ability to describe desired actions to others; motivate others					
Record keeping and reporting: skill in filing; keeping neat, accurate records, ability to make concise reports					
Using statistic and numbers: Skill in using numbers and in checking financial reports; ability to collect, compute and estimate figures.					
Writing: skill in journalism or scientific writing					
Other skills and abilities: List or describe					

perceptions and thwarts the applicant.

### Be comprehensive in your interviewing

Make sure that you get all the information you need to judge an applicant's qualifications. Explore thoroughly his technical and social skills. Examine other traits listed in the job specifications not already determined earlier in the selection process.

### Give information in addition to receiving it

To match the applicant accurately on the job, you must do two things:

1. Learn his qualifications for handling the job.
2. Inform him about the job so that he can decide whether he thinks he can handle it and whether he wants the job.

### Record highlights of the interview

It is necessary to report the interview, especially if a number of applicants are being interviewed for the job. You have a choice of:

1. A narrative-style summary of the interview ending with a final judgement of the applicant's qualifications.
2. A graphic report on the applicant's various traits and skills.

### Volunteer Selection

It is important that selection be selective! It must be recognized that not all people are suitable as a volunteer in every task. Those who apply but could not serve on National Forests should honestly but diplomatically be advised that they will not fit into the organization. Project accomplishment will follow more easily through people happy in the right task than by selection and placement through a big hammer approach to the square peg in the round hole.

Volunteer selection can occur through different approaches. An ultimate and ideal method is selection of volunteers by volunteers. This approach can occur after the volunteer program has become well established and functioning smoothly. Involvement of the district staff will still be required but could serve more as an advisor and consultant in planning and project development. The idea must become future oriented where a large volunteer program can have severe impacts on the available time of the district staff.

The most practical approach to begin the program is to appoint a District coordinator. A District staff person would be familiar



with the organization, project needs, locations, priorities, etc. However, these impacts can easily overcome this district person. A logical extension is a volunteer leader. The size of a program could lead to a leader for a dispersed program and another leader for developed site management. Other divisions could occur depending on the size and direction of the program.

The volunteer leader is obviously a critical position. The person must have the ability to relate well with other volunteers. The volunteer leader would perform many of those essentials such as counselling, advising, motivating, informing of other volunteers which is necessary for a successful program. This position would work "hand in hand" with the District Coordinator, to facilitate and intervene in the many important volunteer involvements. It is important that this person provide that intermediate step between the volunteers and the technicians or the District Coordinator. This individual's training is high priority! It must prepare him to be the intermediary between the district staff and the volunteer program. Exposure to National Forest priorities and overall mission is critical to the function of this position.

### Volunteer Recognition

There are many styles of people management. Here are tips to consider in creating a supportive climate with those who willingly donate their time and energies helping the National Forest to continue management of all resources on the Pisgah District:

1. Show trust
2. Convey a desire to help
3. Listen and comprehend what the individual is saying and feeling
4. Encourage the expression of ideas and entertain ideas expressed
5. Show confidence and faith in another's ability
6. Show interest in what is being accomplished
7. Communicate support for the individual
8. Recognize the resources that people have and free them to use these on the job
9. Express genuine interest in each individual as a human being
10. Recognize that each individual in his own way makes a contribution to the total organization
11. Stimulate a positive attitude toward change and enable people to feel safe enough to initiate change
12. Insure that the volunteer has such working materials, space, telephone, etc., as are essential for his/her work

The planning for the volunteer program, which was completed months ago, should now begin to return dividends. The flow chart developed so long ago will illustrate needs and timing for specific projects. All the preparation will be realized as the program begins to gain

momentum. The volunteer program can be a yearlong adventure even though a majority of the opportunities may be in seasonal and recreation-oriented fields. Plan accordingly to assure success in project accomplishment.

Recognition of each volunteer's effort is an important means of compensation. It may be the only means of compensation! A special once-a-year festival honoring volunteers, creation of "Volunteer of the Month" awards or publicity are all good ways to recognize those special efforts. But the most effective way to give recognition to a volunteer is in the day to day relationship with the staff who makes him feel useful and needed. Buttons, badges, stripes, certificates, speeches are all fine but for the best volunteer, real recognition is:

1. In knowledge that your supervisor knows you are doing a good job;
2. being made to feel like a member of the team--that you belong there and that your contribution is valued;
3. being given opportunities to grow on the job.. Knowing that the staff thinks it is worth their time to help you learn. Being given more responsibilities, a hard job;
4. being kept informed about what goes on. Being included in the mainstream of District activities. If your volunteer has to learn news of you from the daily paper, he won't feel like one of the family;
5. being treated well by all the staff. It doesn't seem that it should be necessary even to mention this, but it is! Volunteers say that they have worked in an agency forever, and the head of the department never once said "good morning" or "good night" or "thank you." Volunteers are people, usually nicer than average, or they wouldn't be volunteers, and they deserve friendly acceptance by all of the staff.

There are other ways that may be novel or unusual but, generally, we are interested in those that reflect a genuine interest in the volunteer as a person.

### Volunteer Evaluation

Evaluation is the final step to success of any program. Volunteer evaluation is necessary to continually refine and improve the program. Evaluation of performance of each person will note areas of need. The continued success of this effort is dependent upon the realistic appraisal of each participant's performance. It is especially important to determine if each participant will continue to return season after season.

Criteria must be based on the appraisal of needs for an effective evaluation. Naturally the volunteer must be aware of these procedures and of the purpose. A date will be set for the individual

performance evaluation during the training session and should be convenient to the person, assignment and length of service. Exhibit 5 suggests areas to cover in evaluation of the more subjective parts.

Feedback from the volunteer is equally important. The manager must realize constant updating of practices, procedures and methods must occur. Those affected most directly can best suggest changes needed for future action to improve efficiency of program, utilization of people or better ways to complete the projects. A sample for the interim evaluation illustrates areas where the manager could look for improvement to the program. (Exhibit 6)



## VOLUNTEER EVALUATION FORM

Date \_\_\_\_\_

Name \_\_\_\_\_ Position \_\_\_\_\_

SECTION I: Please rate the performance of the volunteer on each of the categories listed:

Unsatisfactory	Below Expected	Expected	Above Expected	Outstanding
U	B	E	A	O

---

Rating

Section II: Remarks  
Write here your justification  
for the ratings as applicable.QUALITY OF WORK  
(Amount of acceptable  
work, promptness,  
completion)

\_\_\_\_\_

QUALITY OF WORK  
(Understanding of job  
efficiency, accuracy,  
use judgement)

\_\_\_\_\_

## INITIATIVE

a) Capacity as self  
starter, work  
independently, plan  
ahead, amount of  
supervision

\_\_\_\_\_

b) Ability to carry  
projects to  
completion,  
discretion of  
interpreting  
facts & drawing  
conclusions

\_\_\_\_\_

ATTITUDE TOWARD JOB  
(Drive, dedication)

\_\_\_\_\_

ATTITUDE TOWARD OTHERS  
(Cooperation with  
co-workers, ability to  
communicate & work with others)

\_\_\_\_\_

**ATTENDANCE**  
(punctuality, regularity) \_\_\_\_\_

**FLEXIBILITY**

a) Adaptability to  
change assignments,  
schedule \_\_\_\_\_

b) Reaction to pressure \_\_\_\_\_

**OVERALL EVALUATION** \_\_\_\_\_

\_\_\_\_\_  
Date Volunteer Signature

\_\_\_\_\_  
Date Supervisor Signature

\_\_\_\_\_  
Date Coordinator of Volunteer  
Services Signature

## VOLUNTEER TRAINING AND DEVELOPMENT

### Interim Check-Up Form for Volunteer

Prepared by:

For:

Name

Volunteer's Name

Position

Position

Date

From:

To:

1. When you first started as a \_\_\_\_\_, do you think you had a good idea of what you would be expected to do, and how much time it would take?
2. What kinds of help are you getting?
  - from your supervisor?
  - from the individual concern with training?
  - from the organization, if any?
  - on your own? How?
3. a. To what extent have you received information and guidance from such aids as books, kits or packets, manuals, audio-visuals, etc? Have these been adequate? Too many? Too few?
- b. What would you like to have in the way of immediate help? In the near future?
4. Further comments if any. (Record any suggestions or opinion, hints to improve your effectiveness, etc?)



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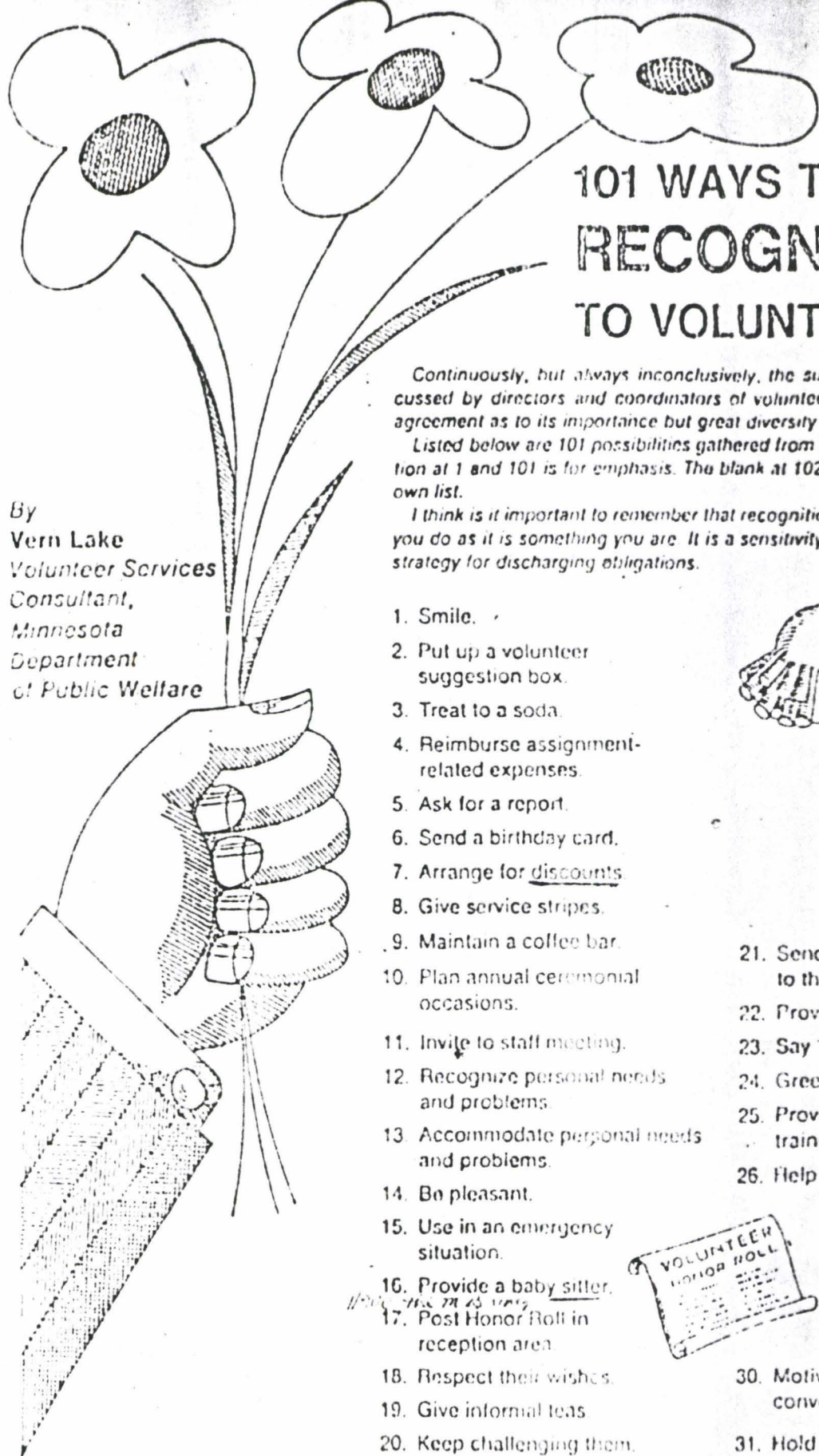
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By  
Vern Lake  
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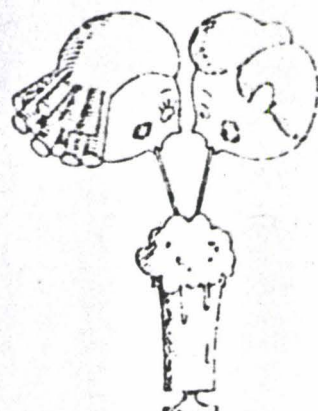
# 101 WAYS TO GIVE RECOGNITION TO VOLUNTEERS

*Continuously, but always inconclusively, the subject of recognition is discussed by directors and coordinators of volunteer programs. There is great agreement as to its importance but great diversity in its implementation.*

*Listed below are 101 possibilities gathered from hither and yon. The duplication at 1 and 101 is for emphasis. The blank at 102 is for the beginning of your own list.*

*I think it is important to remember that recognition is not so much something you do as it is something you are. It is a sensitivity to others as persons, not a strategy for discharging obligations.*

1. Smile.
2. Put up a volunteer suggestion box.
3. Treat to a soda.
4. Reimburse assignment-related expenses.
5. Ask for a report.
6. Send a birthday card.
7. Arrange for discounts.
8. Give service stripes.
9. Maintain a coffee bar.
10. Plan annual ceremonial occasions.
11. Invite to staff meeting.
12. Recognize personal needs and problems.
13. Accommodate personal needs and problems.
14. Be pleasant.
15. Use in an emergency situation.
16. Provide a baby sitter.
17. Post Honor Roll in reception area.
18. Respect their wishes.
19. Give informal teas.
20. Keep challenging them.



21. Send a Thanksgiving Day card to the volunteer's family.
22. Provide a nursery.
23. Say "Good Morning".
24. Greet by name.
25. Provide good pre-service training.
26. Help develop self-confidence.
27. Award plaques to sponsoring group.
28. Take time to explain fully.
29. Be verbal.
30. Motivate agency VIP's to converse with them.
31. Hold rap sessions.





32. Give additional responsibility.
33. Afford participation in team planning.
34. Respect sensitivities.
35. Enable to grow on the job.
36. Enable to grow out of the job.
37. Send newsworthy information to the media.
38. Have wine and cheese tasting parties.



39. Ask client-patient to evaluate their work-service.
40. Say "Good Afternoon."
41. Honor their preferences.
42. Create pleasant surroundings.
43. Welcome to staff coffee breaks.
44. Enlist to train other volunteers.
45. Have a public reception.
46. Take time to talk.
47. Defend against hostile or negative staff.
48. Make good plans.
49. Commend to supervisory staff.
50. Send a valentine.
51. Make thorough pre-arrangements.
52. Encourage "personnel" to equate volunteer experience with work experience.
53. Admit to partnership with paid staff.
54. Recommend to prospective employer.
55. Provide scholarships to volunteer conferences or workshops.
56. Offer advocacy roles.
57. Utilize as consultants.

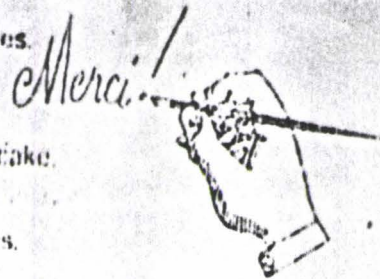


58. Write them thank you notes.
59. Invite participation in policy formulation.
60. Surprise with coffee and cake.
61. Celebrate outstanding projects and achievements.
62. Nominate for volunteer awards.
63. Have a "Presidents Day" for new presidents of sponsoring groups.

64. Carefully match volunteer with job.
65. Praise them to their friends.
66. Provide substantive in-service training.
67. Provide useful tools in good working condition.
68. Say "Good Night."
69. Plan staff and volunteer social events.
70. Be a real person.
71. Rent billboard space for public laudation.
72. Accept their individuality.
73. Provide opportunities for conferences and evaluation.
74. Identify age groups.
75. Maintain meaningful file.
76. Send impromptu fan cards.

77. Plan occasional extravaganzas.
78. Instigate client planned surprises.
79. Utilize purchased newspaper space.

80. Promote a "Volunteer-of-the-Month" program.
81. Send letter of appreciation to employer.



82. Plan a "Recognition Edition" of the agency newsletter.
83. Color code name tags to indicate particular achievements (hours, years, unit, etc.)
84. Send commendatory letters to prominent public figures.
85. Say "we missed you."
86. Praise the sponsoring group or club.
87. Promote staff smiles.
88. Facilitate personal maturation.
89. Distinguish between groups and individuals in the group.
90. Maintain safe working conditions.
91. Adequately orientate.
92. Award special citations for extraordinary achievements.
93. Fully indoctrinate regarding the agency.
94. Send Christmas cards.
95. Be familiar with the details of assignments.
96. Conduct community-wide, cooperative, inter-agency recognition events.
97. Plan a theater party.
98. Attend a sports event.
99. Have a picnic.
100. Say "Thank You."
101. Smile.

